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ABSTRACT

This annotated bibliography represents the core literature of the human resource development profession. An introduction describes the process by which the core literature was identified, annotated, and published for dissemination. The approximately 111 documents are categorized by the nine professional areas: training and development, organization development, organization/job design, human resource planning, selection and staffing, personnel research and information systems, compensation/benefits, employee assistance, and union/labor relations. For each document, this information is provided: author(s), date of publication, title, and publication and page numbers or place of publication and publisher. A listing of the human resource development expert raters is appended. An author index is also provided. (YLB)

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TRAINING AND DEVELOPMENT RESEARCH CENTER

Project Number Five

Human Resource Development Bibliography

Abstracts of the Core Documents in the Profession

Sharon DeGideo
Richard A. Swanson
April 1985

university of minnesota
DEPARTMENT OF VOCATIONAL AND TECHNICAL EDUCATION • ST. PAUL, MINNESOTA

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One hundred and three professionals representing a variety of organizations from around the country provided the base of expertise needed to achieve the objective of identifying a core collection of human resource development literature. The experts are listed in the appendix.

Sharon DeGideo

Richard A. Swanson

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TRAINING & DEVELOPMENT
focus: identifying, assessing and—through planned learning—helping develop the key competencies (knowledge, skill, attitudes) which enable individuals to perform current or future jobs
ORGANIZATION DEVELOPMENT
focus: assuring healthy inter- and intra-unit relationships and helping groups initiate and manage change
ORGANIZATION/JOB DESIGN
focus: defining how tasks, authority and systems will be organized and integrated across organization units and in individual jobs
HUMAN RESOURCE PLANNING
focus: determining the organization's major human resource needs, strategies and philosophies
SELECTION & STAFFING
focus: matching people and their career needs and capabilities with jobs and career paths
PERSONNEL RESEARCH & INFORMATION SYSTEMS
focus: assuring a personnel information base
COMPENSATION/BENEFITS
focus: assuring compensation and benefits fairness and consistency
EMPLOYEE ASSISTANCE
focus: providing personal problem-solving, counseling to individual employees
UNION/LABOR RELATIONS
focus: assuring healthy union/organization relationships
HUMAN RESOURCE AREAS
improved/increased:
• Quality of work life
• Productivity
• HR satisfaction
• HR development
• Readiness for change

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Introduction

In recent years there has been a dramatic increase in the human resource development literature. The quanitity of publisned literature creates problems in identifying a primary or core collection for professional reference. Add to this the fact that most human resource development personnel are trained in only one of several professional specialities and, yet, often are called upon to serve in other human resource areas during their careers.

These two conditions suggest the need for an annotated bibliography representing the core literature of the human resource development profession.

Purpose

The purpose of this project was to have human resource development experts identify the core literature within the nine (9) professional areas of the profession, to annotate each, and to publish the core bibliography for dissemination in the profession.

Method

The project followed six major steps. Step 1 was to accept the Human Resource Wheel (1982) of the American Society for Training and Development as the model for the human resource development profession and the categorization of the literature. The nine categories include:

1. Training and Development
2. Organization Development
3. Organization/Job Design

4. Human Resource Planning
5. Selection and Staffing
6. Personnel Research and Information Systems
7. Compensation/Benefits
8. Employee Assistance
9. Union/Labor Relations

Step 2 involved the identification of experts in each of the nine human resource development categories. A total of 103 experts were identified and they are listed in alphabetical order in the Appendix.

Step 3 had the experts identify important documents in their specialty and, once compiled, Step 4 required them to select the documents from the composite list in their area to establish the core literature.

Step 5 involved the annotation of the selected core literature and Step 6 was to publish the annotated bibliography.

Results

The result of this project is a concise document that provides human resource development professionals easy access to the core literature of the profession.

TRAINING & DEVELOPMENT

Cullen, G., Sawzin, S., Sisson, G. R. & Swanson, R. A. (1976, August). Training: What's it worth? - an experimental case study at Johns-Manville Corporation. Training and Development Journal, 30(8), 12-20.

Discusses procedures and results of an experimental comparison study of structured versus unstructured training of semi-skilled production workers. Provides comparison charts for training time required to achieve competence, training administration cost per trainee, comparison of losses in production rates and percentage of solved production problems.

Davies, I. K. (1981). Instructional technique. New York: McGraw-Hill.

The principles of instructional technique are comprehensively covered. Describes the strategies, tactics and concerns of instruction and provides practical examples from business, industry, government and non-profit organizations. Extensive bibliography and indices included.

Gagne, R. M. & Briggs, L. J. (1974). Principles of instructional design. New York: Holt, Reinhart & Winston.

An introduction to the theory of instructional design based on principles of human learning and performance analysis. Includes major categories of learning outcomes, methods of defining outcomes and determining sequencing of instruction, as well as assessing student performance. Bibliography and illustrations included.

Gilbert, F. (1978). Human competence: Engineering worthy performance. New York: McGraw-Hill.

Offers a comprehensive and systematic treatment of the subject of human competence. Illustrates how to identify, measure and build it. Theoretical principles are translated into step-by-step procedures and a variety of applications in both the world of work and school are provided. Relates human competence to the subjects of psychology, economics, education and sociology. Numerous examples and twelve case histories are provided. Bibliographical references and index included.

Harless, J. H. (1971). An ounce of analysis (is worth a pound of objectives): A self-instructional lesson. Falls Church, VA: Harless Educational Technologists.

This self-instructional lesson presents a general model for the specification, analyzation and design of solutions to classic performance problems. Teaches a systematic method for examining alternative solutions and gives an overview of the decision-making

process based on cost/benefit analysis. Glossary is included.

Knowles, M. S. (1978). The adult learner: A neglected species. Houston: Gulf.

Presents, contrasts and analyzes many adult learning theories. Includes theories of learning and teaching and the application of both to human resource development. Appendix includes section on Skinner, a table of behavioral paradigms, differential psychology, lifelong education, model and organization development. Bibliography and index included.

Laird, D. (1978). Approaches to training and development. Reading, MA: Addison-Wesley.

Comprehensive approach to organizational training and development. Offers a practical method of deciding whether training is the solution and discusses methodology, implementation and evaluations. Bibliography and index included.

Mager, R. F. & Beach, K. M. (1967). Developing vocational instruction. Belmont, CA: Pitman Learning.

Describes steps involved in the systematic development of instruction which can be applied to the academic as well as vocational and technical areas. Provides a systematic procedure for making decisions regarding content, depth of treatment, procedures, evaluation and course improvement. Examples from a variety of fields provided. References and bibliographies included.

Mager, R. F. (1962). Preparing instructional objectives. Palo Alto, CA: Fearan.

Identifies methods for recognizing characteristics of well-stated objectives. Provides materials to help develop original objectives. The practice materials are intended to aid in master objective-writing techniques. References and bibliographies included.

Mager, R. F. & Pipe, P. (1970). Analyzing performance problems; or You really oughta wanna. Belmont, CA: Fearan.

Describes and explains a procedure for analyzing and identifying the nature and causes of performance problems. Emphasizes that what is frequently identified as a problem is actually the symptom. Presents a series of questions for each step of the analysis and a quick reference checklist to determine a solution most likely to succeed.

Smith, B. (1983). Model and rationale for design and management of instructional programs. Performance Instruction Journal, 22, 20-22.

Conducted a review of the literature on instructional learning theories in education, industry and the military. Presents a model developed from the review which describes the teaching-learning process, the variables common to all forms of instructional delivery and the elements for designing and managing technical instructional programs.

Swanson, R. A. (1982). Industrial training. In Harold E. Mitzel (Ed.), Encyclopedia of Educational Research (5th ed.) pp. 864-887. New York: MacMillan.

Describes the nature and goals of industrial training along with the research and issues related to it. Discusses influences on training; the type of training--skills and technical, management and subject matter, and motivational training; and the job roles involved in providing training--instructor, media producer, designer, and manager.

Warren, M. W. (1969). Training for results: A systems approach to the development of human resources in industry. Reading, MA: Addison-Wesley.

Discusses the use of training systems to meet organizational needs. Presents training as a system with components flexible enough to fit different models, depending on the needs and resources of the organization. Examples of various approaches to training are given. Charts and checklists to serve as planning and evaluation guides are provided. Bibliography included.

Zemke, R. & Kramlinger, T. (1982). Figuring things out: A trainer's guide to needs and task analysis. Reading, MA: Addison-Wesley.

Acts as a handbook on needs and task analysis which describes techniques and procedures for analyzing and solving human resource problems. Describes a system for conducting organizational effectiveness studies, determining training needs and performing task analysis. Bibliography included.

Zemke, R., Standke, L. & Jones, P. (1981). Designing and delivering cost effective training. Minneapolis, MN: Lakewood.

Consists of articles from Training - The Magazine of Human Resource Development. It is organized around the instructional design and development process. Includes readings on analysis, objectives, media and methods. Individual approaches in the classroom, application, evaluation, understanding the adult learner and managing the trainee are also discussed.

ORGANIZATION DEVELOPMENT

Argyris, C. (1970). Intervention theory and method: A behavioral science view. Reading, MA: Addison-Wesley.

Outlines a theoretical framework of intervention activities involving human social systems and suggests areas where empirical research is needed. History, methods and assessment of an intervention program that led to a long-range renewal program are described. Bibliographical references included.

Beckhard, R. (1969). Organization development: Strategies and models. Reading, MA: Addison-Wesley.

Part of the Addison-Wesley series on Organization Development which provides an overview of the topic. It is a systematic description of various strategies and tactics used in the practice of organization development. Defines and discusses the criteria for decision-making in planning and conducting organization development programs and activities.

Bennis, W. G., Benne, K. D. & Chin, R. C. (1976). The planning of change: Readings in behavioral sciences (3rd Ed.). New York: Holt, Rinehart & Winston.

The concept of planned change is examined through a series of articles by social scientists. Discusses the development, social processes, potential, ethical and pragmatic consequences of change. Includes bibliographies and an index.

Blake, R. R. & Mouton, J. S. (1969). Building a dynamic corporation through grid organization development. Reading, MA: Addison-Wesley.

Discusses the fundamentals of planned change. The principles and concept of Grid Organization Development and its method of planned change are described. Phases of development, techniques and instruments critical to producing change are presented. States that these principles can also be tailored to service organizations inducing change. Index included.

Blake, R. R. & Mouton, J. S. (1984). Consultation. Reading, MA: Addison-Wesley.

Provides a systematic presentation of the consulting field and emphasizes the dynamics of the interaction between consultant and client. Numerous examples of consultation interventions and strategies are given. References, diagrams and indexes included.

Blake, R. R. & Mouton, J. S. (1985). The managerial grid III. Houston: Gulf.

The managerial grid is presented as a system for examination of various styles of leadership. Identifies three additional leadership theories: paternalism/maternalism, opportunism and facades. Purpose of the studies of managerial styles is to aid in training and development for leadership. Appendix and references included.

Burke, W. (1982). Organization development: Principles and practices. Boston, MA: Little, Brown and Company.

Describes principles and practices of consultation and organizational change. Organizational norms; roles and values; reward system, power, leadership; and management are discussed. Emphasizes diagnosis as the most critical phase of organizational development. Details a variety of intervention. Case studies and bibliographies included.

French, W. L. & Bell, C. H. (1984). Organization development: Behavioral science interventions for organization improvement (3rd ed.). Englewood Cliffs, NJ: Prentice-Hall.

A broad overview of organization development is provided. Discusses the history, current development and the future of O.D. Examines strategies and models, intervention activities and ramifications of organizational development. Bibliographical references and index included.

French, W. L., Bell, C. H. & Zawacki, R. A. (1978). Organization development: Theory, practice and research (3rd ed.). Dallas, TX: Business Publications.

Includes classic articles in the field which provide a composite and comprehensive picture of organization development. Intended to serve as a resource book for students, faculty and administrators interested in gaining a better understanding of the theory, practice and research related to organization development.

Likert, R. (1967). The human organization: Its management and value. New York: McGraw-Hill.

Describes science-based management and presents evidence of a need for more complete and accurate data to guide policy and operating decisions. The primary orientation is the application of quantitative research toward management of human resources. Bibliography included.

McGregor, D. (1960). The human side of enterprise. New York: McGraw-Hill.

Discusses the theoretical assumptions of management and Theory Y in practice and the development of managerial talent. This book grew out

of a comparative staff management development program in a number of large companies. The focus of study is how theories and practice within organizations influence managers. Bibliography included.

Schein, E. H. (1969). Process consultation: Its role in organization development. Reading, MA: Addison-Wesley.

Part of the Addison-Wesley Series on Organization Development. It introduces and explains in detail the concept of process consultation, describing the specific day-to-day interactions and activities of the consultant/client relationship. Bibliography and appendix included.

ORGANIZATION/JOB DESIGN

Cherns, A. (1976). The principles of sociotechnical design. Human Relations, 29(8), 783-792.

Discusses the development of organization design and nine principles which can be used in the design process. Emphasizes that the goals of an organization are best achieved through optimization of both technical and social aspects. States that the analysis, preparation and implementation of a sociotechnical design should consider and involve those whose working lives are being designed.

Cole, R. E. (1979). Work, mobility and participation: A comparative study of American and Japanese industry. Berkeley: University of California.

Discusses similarities and dissimilarities in work relationships in Japan and other nations and the issue of convergence. Discusses job humanization and worker participation; analyzes and compares the Japanese and American work ethic; and discusses the practice of career enlargement, modes of worker involvement in decision-making and enhanced employment security. Concerned with the impact of power relationships, labor-market circumstance and the rate of organizational growth.

Davis, L. E. & Taylor, J. C. (1979). Design of Jobs (2nd ed.). Santa Monica, CA: Goodyear.

The purpose of this book is to illustrate changes in the concept and requirements for job design and to clarify its technical/societal aspects. Presents a set of readings which discusses the styles and models of job design in the industrial era, emphasizes the theoretical development in the area of work roles as a part of organization design rather than of job design and also provides empirical support for these ideas. Bibliography and index included.

Ford, R. N. (1969). Motivation through the work itself. New York: American Management Association.

Job enrichment is defined as a way to motivate employees to improve performance. Describes a program designed to improve work itself at the American Telephone and Telegraph Company. The program was developed by AT&T in response to increasing turnover rates at all levels and in all departments. Discusses the development, implementation and the criteria established for the evaluation of the program.

Galbraith, J. (1977). Organization design. Reading, MA: Addison-Wesley.

Presents a framework for guiding choice among structures, reward systems and decision processes to those involved in making choices by which organizations are designed. Integrates topics of organization behavior and structure. Describes organization design as a continuous process of adjustment of rewards, processes, structures and tasks. Subject and author index included.

Griffin, R. W. (1982). Task design: An integrative approach. Glenview, IL: Scott, Foresman.

Presents a micro and macro analysis of task design. Provides a historical overview, a summary of the major theories of task design and a discussion of approaches to task measurement. Describes how to integrate the task design process with other organizational systems, such as technology, organization design, leader behavior and group and social processes. References, bibliography and index included.

Hackman, J. R. & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. Organizational Behavior and Human Performance, 16, 250-279.

Presents a model as a tool for diagnosis of jobs and evaluation of job redesign projects. The model focuses on the interaction of three variables: psychological states that must be present in an employee to allow internally-motivated work behavior to develop; characteristics of jobs that can create these states; and attributes of individuals that determine how positively a person will respond to a complex and challenging job.

Hackman, J. R. & Oldham, G. R. (1980). Work redesign. Reading, MA: Addison-Wesley.

Discusses methods for analyzing work situations and developing tools; gives guidelines for work redesign. Reviews approaches to managing the relationship between people and the work they do. Design of work for individuals and groups are dealt with separately. Theory of organization behavior is linked to practical technologies for design and redesign of work. Appendices and references included.

Hackman, J. R. & Suttle, S. L. (1977). Improving life at work. Santa Monica, CA: Goodyear.

Discussion of problems and opportunities associated with the quality of work life in contemporary organizations. Describes the nature, causes, consequences and a means for improving the quality of work life. Much of the behavioral science knowledge regarding factors affecting quality of work life is integrated and the direction of future change activities discussed.

Lawrence, P. R. & Lorsch, J. W. (1967). Organization and environment. Boston, MA: Harvard University.

Conducted a study with the objective of gaining an understanding of organizational characteristics which allow firms to deal effectively with different kinds and rates of environmental change, especially technological and market changes. Examines the complex relationships among organizational structure, the economic and technological environment of the organization and the decision-making behavior of managers. Includes tables, appendix, and name and subject index.

Locke, E. A. & Latham, G. P. (1984). Goal setting: A motivational technique that works!. Englewood Cliffs, NJ: Prentice-Hall.

Describes how to use goal setting to improve individual and organizational productivity. Discusses how to set goals, gain commitment, implement goal setting and how to avoid the pitfalls of it. States that goal setting should be integrated with other systems within the organization, such as performance appraisal system, planning, reward and the communication systems. Appendix and index included.

Roberts, K. H. & Glick, W. (1981, April). The job characteristic approach to task design: A critical review. Journal of Applied Psychology, 66, 193-217.

Reviews the development of Hackman and Lawler's approach to job characteristics Hackman and Oldham's approach to task design (discusses evaluation of subsequent research relevant to that model). Indicates research in this area is still in the exploratory stage. Offers possible explanation for this and future direction for task design theory. Tables and references included.

Thompson, J. D. (1967). Organizations in action: Social sciences basis of administration. New York: McGraw-Hill.

Presents a framework for linking together the important components of several independent approaches to understanding behavior of complex organizations. Draws illustrations from a variety of fields and concepts from a variety of disciplines. Bibliography, name and subject index included.

HUMAN RESOURCE PLANNING

Burack, E. H. & Mathys, N. A. (1980). Human resource planning: A pragmatic approach to manpower staffing and development. Lake Forest, IL: Brace-Park Press.

An analysis of the human resource planning process. Discusses techniques of human resource planning, job analysis, forecasting, management development, data retrieval capabilities required for planning, auditing techniques, cost justification, implementation and phases. Examples, guidelines and case studies included.

Dyer, L. (1982). Human resource planning. In K. M. Rowland & G. R. Ferris (Eds.), Personnel Management pp. 52-77. Boston: Allyn & Bacon.

A description of the human resource planning (HRP) area and suggestion for the direction of future developments. HRP is described as a vehicle for making personnel management more proactive, integrative and effective in contributing towards organizational goals. Discusses the three primary phases of the HRP process: setting HRP objectives, planning personnel programs, and providing for evaluation and control. Numerous models and tables provided.

Frantzreb, R. B. (1981). H. R. Planning: Forecasting manpower needs. Personnel Journal, 60(11), 850-857.

An analysis of demand forecasting determining the organization's total requirements for people. Reviews three general statistical techniques: trend, correlation and ratio analysis. Presents guidelines on how to carry out judgmental forecasting in a systematic way and covers work measurement, job analysis and productivity forecasting.

Mahler, W. R. & Gaines, F. (1983). Succession planning in leading companies. Midland Park, NJ: Mahler.

A handbook which focuses on the executive human resources review, one aspect of the executive succession program. Describes components of the review process and examines the rationale for each. Discusses how to design and implement a new program and how to obtain improved results from existing programs. Five case studies of companies that effectively use executive reviews are provided in the appendix. Index included.

Mahler, W. R. & Wrightnour, W. F. (1973). Executive continuity: How to build and retain an effective management team. Homewood, IL: Dow-Jones-Irwin.

Recommends a systems approach for building a management team. The impact of effective staff contribution, planning for future needs and

objective data are discussed. An appendix which includes examples of methods, procedures and policy statements from organizations is provided. Bibliographical references included.

McGregor, D. (1960). The human side of enterprise. New York: McGraw-Hill.

Discusses the theoretical assumptions of management and Theory Y in practice and the development of managerial talent. This book grew out of a comparative staff management development program in a number of large companies. Focus of study is on how theories and practice within organizations influence managers. Bibliography included.

Milkovich, G. T., Dyer, L. & Mahoney, T. A. (1983). Human resource planning. In S. J. Carrol & R. S. Schuler (Eds.), Human resource management in the 80's pp. 2-1 to 2-29. Washington, DC: Bureau of National Affairs.

A critical examination of the developments in and contributions of HRP (human resource planning). Suggests a need exists for a comprehensive description of HRP practices; additional theory and development; analysis of the difference made by HRP and an examination of factors affecting implementation of it.

Milkovich, G. T. & Mahoney, T. A. (1979). Human resource planning and PAIR policy: ASPA handbook of personnel & industrial relations. Washington, DC: The Bureau of National Affairs.

A summary of the state of the art and practice of manpower planning during the mid-1970's. Emphasizes the roles of manpower objectives, the interrelationship between personnel policy and planning and the use of models in formulating strategy.

Niehaus, R. J. (1979). Computer assisted human resource planning. New York: John Wiley & Sons.

Approaches computer-assisted human resources planning from a number of perspectives since the area touches large segments of organizations. First presents ideas and techniques for the informed corporate and public organization manager. Second, presents ideas for staff personnel to guide them in implementing techniques. Thirdly, the book serves as a source on the past data. Extensive bibliography, index, appendix included.

Schein, E. H. (1978). Career dynamics: Matching individual and organizational needs. Reading, MA: Addison-Wesley.

Examines the individual and the life cycle and emphasizes the complexity of career dynamics. Discusses the individual organizational interaction and the importance of human resource planning and development to organizational survival. Focuses on technical,

professional and managerial careers. Appendices and bibliography included.

Tichy, N. M. (1983). Managing strategic change: Technical, political and cultural dynamics. New York: Wiley.

Addresses issues of organizational assessment and change at a very broad level. Presents the technical, political, and cultural (TPC) theory as a conceptual framework and vehicle for sorting out and managing basic dilemmas and problems facing organizations in the technical, political and cultural areas--three major areas in change management frequently overlooked in decision-making. Case examples included.

Tichy, N. M., Fombrun, C. J. & Devanna, M. A. (1982). Strategic human resource management. Sloan Management Review, 23(2), 47-61.

A framework for analyzing human resource management (HRM). Emphasizes the link between Human Resource Management (HRM) and general strategic management. Describes the current role of HRM in achieving corporate objectives and maintains HRM must fit into the corporate strategic plan. Case examples of American organizations that have used strategic HRM as an integral part of their management process included.

Walker, J. W. (1980). Human resource planning. New York: McGraw-Hill.

Offers a broad perspective on human resource planning and stresses human resource management rather than planning. Emphasizes the management of change, the evaluation of human resource management practice. Discusses current and emerging human resource planning issues. Provides bibliography and indices.

Walker, J. W. (1978). Linking HR planning to strategic planning. Human Resource Planning Society, 1(1), 1-18.

Describes the objectives and benefits of human resource planning, defines strategic planning and demonstrates how business planning and HRP can be coordinated. An example of a human resource guide used to obtain human resource planning information from line managers is presented.

SELECTION & STAFFING

American Psychological Association Division 14: Industrial Organizational Psychology (1980). Principles for the validation and use of personnel selection procedures. Berkeley, CA: Author.

Official statement of the Division concerning procedures for validation research and personnel selection. Specifies principles of good practice in the choice, development, and evaluation of personnel selection procedures (Revision of principles published in 1975).

Arvey, R. D. (1979). Fairness in selecting employees. Reading, MA: Addison-Wesley.

Deals with fairness of selection devices as they affect blacks, females, the elderly and the handicapped. Examines material from psychological research and covers the legal aspects of unfair discrimination in detail. Bibliographies and indices included.

Barrett, G. V., Phillips, J. S. & Alexander, R. H. (1981). Concurrent and predictive validity designs: A critical re-analysis. Journal of Applied Psychology, 66(1), 1-6.

Discusses the assumption that concurrent validity seriously distorts a concurrent validity coefficient. Describes differences between concurrent and predictive validity as minimal, not rendering concurrent validity inaccurate as an estimate of predictive validity.

Bray, D. W., Campbell, R. J. & Grant, D. L. (1974). Formative years in business: A long-term AT&T study of managerial lives. New York: Wiley.

Results of the first eight years of a study of the business life of college recruits are presented. Identifies and examines significant changes occurring and examines causes and effects of success and lack of success and the effects of the company climate, politics, and practices. Bibliography included.

Campbell, J. P., Dunnette, M. D., Lawler, E. E. & Weick, K. E. (1970). Managerial behavior, performance and effectiveness. New York: McGraw Hill.

A study on the identification and enhancement of managerial effectiveness. Surveys and evaluates existing practices and research on identifying, developing and motivating managers in industry, government, and university settings. Relevant business and behavioral science literature, are discussed. The major trends, theories, speculations and research results which have a bearing on determining managerial effectiveness are integrated and summarized. A lengthy

bibliography is included.

Cascio, W. F. (1978). Applied psychology in personnel management (2nd ed.). Reston, VA: Reston.

An interdisciplinary, psychologically-based personnel text which provides an integrative conceptual model for understanding personnel problems as well as the tools and procedures for dealing with such problems. Emphasizes important topics and issues in the field and covers areas of measurement, strategy and structure, selection, training and appraising. Bibliographies and indices included.

Dunnette, M. D. (1976). Handbook of industrial and organizational psychology. Chicago: Rand McNally College.

A broad scope with the greatest emphasis upon strategies of research and research methodology. Very strong emphasis is given to organizational characteristics and the impact of social psychological forces and influences involving interactive processes between organizations and individuals. Bibliographies and indices included.

Fleishman, E. A. & Dunnette, M. D. (1982). Human performance and productivity (Vol. 1, Human capacity assessment). Hillsdale, NJ: L. Erlbaum.

Volume one of a three-volume set. Reviews the state of the art in several areas of human performance research. These areas are human capability assessment, information processing, decision-making, and job stress. Focuses on implications for improving productivity and for recommending research in these areas that should have an impact on productivity.

Guion, R. M. (1965). Personnel testing. New York: McGraw Hill.

This text for advanced students is concerned with both employment problems and the implications of psychological testing methods for such problems. Concern centers on applications of techniques and principles of testing plus personnel selection and related employment problems. Presents scientific procedure, fundamental theory, and a model toward which personnel psychologists can aim. References, appendix and indices included.

Hunter, J. E. & Schmidt, F. L. (1982). Fitting people to jobs: Impact of personnel selection on national productivity. Human Capability Assessment, 1, 233-284.

Reviews previous work done on employee selection and position classification problems; explores problems in utilizing previous models. Introduces a modified classification model suitable for the economy as a whole, and uses it to estimate the implications of job assignment strategies for national productivity. Further needs in the

area are identified.

McCormick, E. J. (1979). Job analysis: Methods and applications. New York: American Management Association.

An overview of the study of human work. Covers both the conventional method of job analysis and some of the more recently developed systematic or structured methods of job analysis; discusses the practical applications of such analysis. Bibliographies and index included.

Zedech, S. & Cascio, W. F. (1984). Psychological issues in personnel decisions. Annual Review of Psychology, 35, 461-518.

A review of the research during 1981-82 related to personnel selection. Subject areas include job analysis, performance measurement, performance predictors, validity concepts, methodological/statistical issues, classification and placement plus, equal opportunity (EEO) and legal concerns. In order to reflect the broadening scope of the field, human resource planning, cost/benefit analysis and job evaluation topics are also included. Presents a capsule summary of six previously published Annual Review chapters on personnel psychology. Bibliography included.

Cerriello, V. R. (1982). Human resources management systems. Personnel Journal, 61(10), 764-767.

Four-part series.

Cerriello, V. R. (1984). Computerizing the personnel department: Make or buy. Personnel Journal, 63(9), 45-48.

Part I

Cerriello, V. R. (1984). Do you need a consultant. Personnel Journal, 63(10), 37-41.

Part II.

Cerriello, V. R. (1984). How do you pick the right software?. Personnel Journal, 63(11), 53.

Part III.

Cerriello, V. R. (1984). How do you choose a vendor?. Personnel Journal, 63(12), 33-38.

Part IV. Four-part series addressing the issues of computerizing the personnel department. The first article received a first place citation at the National Conference of the Human Resources Systems Professionals. Discusses considerations such as time, cost, scope and maintenance in reaching a final make or buy decision; the pros and cons of using a consultant; and the criteria involved in selecting the most suitable software and vendor.

Kanter, R. M. (1983). The change masters. New York: Simon & Schuster.

Discusses the mastery of change through encouraging the ability to innovate. States that American companies can return to economic leadership through encouragement of innovation and describes the skills necessary to manage in such an environment. Analyzes the structure, culture and reward systems of ten innovative companies. Appendix of research studies and change projects. Index included.

Nardoni, R. (1982). The personnel office of the future is available today. Personnel Journal, 61(2), 132-5.

Describes how the development of smaller, less expensive computer equipment is providing an opportunity for many smaller companies (with

fewer than 1,000) employees to benefit from automation of their personnel functions. Overall costs of a personnel micro-computer system and the percentage directed toward training, documentation and software modification are discussed.

Simon, S. H. (1983). The HRIS: What capabilities must it have. Personnel, 60(5), 36-49.

Determining which Human Resources Information System (HRIS) is best suited to the needs of an organization can be a difficult process for those inexperienced with HRIS. The daily uses for an HRIS are described: wage and salary administration, applicant flow monitoring and policy evaluation. Warns that procedures and processes necessary to obtain information are frequently overlooked and can cancel any benefits if not considered.

Walker, A. J. (1980). The 10 most common mistakes in developing computer-based personnel systems. Personnel Administrator, 25(7), 39-42.

Mistakes that seem to be endemic to most common HRIS development in companies of all sizes in various industries are described. The same mistakes made in 1965 and 1970 are still made today (1980); they are made by large and small companies regardless of their geographic location or products/services. Intended to guide project teams through the entire development process--from the point-of-sale through completion. Detailed description of process and problems.

Walker, A. J. (1982). HRIS development: A project team guide to building an effective personnel information system. New York: Van Nostrand Reinhold.

Describes how an organization can develop a Human Resource Information System (HRIS) that responds to organizational needs. Includes guidelines and step-by-step procedures for installing a computer-based personnel system that works. Discusses how an effective HRIS can provide managers with the necessary tools to aid in decision making.

COMPENSATION/BENEFITS

Allen, T., Melone, J. J. & Rosenbloom, J. S. (1966). Pension planning: Pensions, profit sharing and other deferred compensation plans (3rd ed). Homewood, IL: R.D. Irwin.

Comprehensive treatment of deferred compensation programs, with emphasis upon qualified pension plans. Other methods of deferring compensation such as profit sharing, tax-sheltered annuities, informal or nonqualified plans, and plans for the self-employed are included. Special attention is given to the area of uninsured plans and to the needs of small and medium-size employers.

American Society for Personnel and Administration: American Compensation Association Joint Task Force (1981). Elements of sound base pay administration. Berea, OH and Scottsdale, AZ: Author.

Provides a summary of the goals, principles, and practices concerning the design and administration of base pay programs. Written to assist organizations in developing pay plans which will meet the organizations' objectives in a manner consistent with public policy. Published by a joint task force of compensation professionals to study these areas and publish this information for their members.

Crystal, G. S. (1970). Executive Compensation: Money, motivation and imagination. New York: American Management Association.

Examines the theories and principles of the behavioral scientists together with the practical aspects of executive compensation. Forms of executive compensation which are motivational and beneficial to the company, its stockholders and its executives are reviewed.

Ellig, B. R. (1982). Executive compensation: A total pay perspective. New York: McGraw-Hill.

Aspects of executive compensation are discussed. Examines salary, short-term incentives, long-term incentives, employee benefits and perquisites. Points out the characteristics, strengths, and weaknesses of each, showing how they can be combined with other elements to shape a total pay package. This book is intended for those designing executive pay programs, those responsible for approval and maintenance of such plans, and those receiving executive pay. Index included.

Foulkes, F. K. (1982). Employee benefits handbook. Boston: Warren, Gorham & Lamont.

Provides comprehensive reference materials to improve decision making. Analyzes needs of diverse groups involved. Also analyzes various groups of "benefits" professionals. The focus is on three broad areas:

replacement income in the event of retirement, disability, unemployment or death; financial protection against health-related and other extraordinary expenses incidental to daily living; and the expanding group of innovative benefits and amenities that are becoming part of the corporate environment. Bibliography and index included.

Henderson, R. I. (1982). Compensation management: Rewarding performance (3rd ed.). Reston, VA: Reston.

A text in basic compensation which describes some of the main issues that revolve around the "work ethic," the labor-reward exchange process and the basic components of the reward system. Views compensation from the employer's perspective and discusses problems that surface when attempting to satisfy diverse and often divergent individual, group and organizational needs. Text edition.

Lawler, E. E. (1981). Pay and organization development. Reading, MA: Addison-Wesley.

An analysis of pay systems and how reward systems and change efforts impact one another. Reflects what the author learned when conducting pay research working with both pay administration and organization development efforts. Explains how organization development efforts such as job enrichment, new plant design or team building raise important pay issues. Appendices and references listed.

McCaffery, R. M. (1972). Managing the employee benefits program. New York: American Management Association.

Overview of designs and alternatives for employee benefits plans and a summary of effective management practices are provided. Discusses how employee benefits have achieved increased prominence in the U.S. economy and are now clearly recognized as a significant part of employee compensation. Glossary and bibliography included.

McGill, D. M. (1975). Fundamentals of private pensions. Homewood, IL: R.D. Irwin.

Serves as a text or reference book for college students and trainees in insurance companies, banks and pension consulting firms who would require a greater understanding of private pension fundamentals. Updates changes in regulations, rulings and interpretations issued by the IRS, Department of Labor and Pension Guaranty Corporation (explanation of ERISA).

Milkovich, G. T. & Newman, J. M. (1984). Compensation. Plano, TX: Business Publications.

Describes the management of compensation and the decisions that are involved in paying employees; the concepts and research underlying those decisions; and the objectives obtained. The complexity of

compensation decisions is recognized and a wealth of input data and potential outcome effects that should be considered when making any compensation decision are included.

Rock, M. L. (1972). Handbook of wage and salary administration. New York: McGraw-Hill.

Deals with the basics of compensation policy and process. Offers both a practical and theoretical view of the problems plus hands-on advice about solving them. Discusses social, political, economic and technological changes and the importance of interaction of compensation policy with all elements of corporate planning. Intended as a practical reference work for managers. Over 75 compensation experts have contributed to this volume. Bibliography and references included.

Rosenbloom, J. S. (1983). The handbook of employee benefits: Design, funding and administration. Homewood, IL: Dow-Jones-Irwin.

Serves as a text for students in the benefit field and as a reference for professionals. Provides general information as well as facts on specific employee benefits topics. Concerned with the design and operation of employee benefits programs. A brief overview of the regulatory environment is included and the last chapter covers critical regulatory issues in greater detail. Index included.

Rosenbloom, J. S. & Hallman, V. G. (1981). Employee benefits planning. Englewood Cliffs, NJ: Prentice-Hall.

A broad approach which attempts to fit employee benefits into the concept of total compensation planning by employers. Follows a functional approach toward planning, considering how the various types of benefits should fit into a cohesive and well organized plan. Discusses considerations and techniques used in planning an efficient employee benefit program and discusses various approaches to design, including the newer "cafeteria" approach to employee benefits.

Spencer, B. F. (1978). Group benefits in a changing society. Chicago: C.D. Spencer & Associates.

Discussion of the many changes the employee benefit field has undergone as well as predicted future major changes. Stresses the importance of having an understanding of the standard practices. This book is a revised edition which reflects a change in the area of government action and financing of group benefits.

EMPLOYEE ASSISTANCE

Denenberg, T. & Denenberg, R. (1983). Alcohol and drugs: Issues in the workplace. Washington, DC: The Bureau of National Affairs.

Overview for industrial relations practitioners of the impact of alcohol and drugs in the work environment. Emphasizes a coordinated approach to the arbitral process for practitioners who are involved in disputes related to alcohol and drugs such as employee discharge, arbitration, investigative proof, medical and technical evidence and collective bargaining. Provides case studies. Includes appendices, tables and indices.

Foote, A., Erfurt, J. C., Strauch, P. A. & Guzzardo, T. L. (1978). Cost-effectiveness of occupational employee assistance programs: Test of an evaluation method. Ann Arbor, MI: Institute of Labor & Industrial Relations, Univ. of MI., Wayne State University.

Detailed description of the results of a pilot study dealing with the evaluation of occupational employee assistance programs. Measures program impact, discusses the characteristics of program clients, and impact of the programs on work performance. Provides a cost-benefit analysis, attempting to translate work performance measures into monetary terms for the purpose of estimating savings to the company due to improved work performance.

Klarreich, S. H., Francek, J. L. & Moore, C. E. (1984). The human resources management handbook: Principles and practice of employee assistance programs. New York: Praeger Press.

Analysis of the principles, models and practice of employee assistance programs (EAP's) in varied corporate and institutional settings in the United States and Canada. Covers the rationale, policy statements and procedural features of EAP's and deals with the procedures for marketing these programs within the organization. The roles of various EAP professionals are also examined.

McClellan, K. (1982). An overview of occupational alcoholism issues for the 80's. Journal of Drug Education, 12(1), 1-27.

Emphasizes that future employee assistance programs (EAP's) will maintain a broader focus than in the past decade. Success of future EAP's will require earlier identification, attention to polydrug addiction, family disruption and employee involvement and education.

Muldoon, J. A. & Berdie, M. (1980). Effective employee assistance: A comprehensive guide for the employer. Minneapolis: CompCare.

Comprehensive manual designed as a guide to setting up an effective

employee assistance plan. Intended for those in business and industry who employ other people. Divided into three sections: benefits of an employee assistance program; overview of typical problem areas; and step-by-step process of program development. This manual was prepared as a Hennepin County Drug/Alcohol Research Project through the Center of Planning and Research, a division of Multi-Resource Center, Inc., Minneapolis.

Phillips, D. A. & Older, H. J. (1981, May/June). Models of service delivery. EAP Digest, 1(3), 12-15.

Describes and diagrams four models for the delivery of employee assistance program services to work organizations. Notes the advantages and disadvantages for employee services and the organizations' willingness to expend resources. Useful for work organizations considering the adoption of an employee assistance or counseling program. Illustrations included.

Presnall, L. F. (1981). Occupational counseling and referral systems. Salt Lake City: Utah Alcoholism Foundation.

Pertaining to the problems of counseling and referral approaches in business, industry and government work places. This book presents a practical summary and also serves as an introductory text. Could be used by individuals working in the field or by newcomers. Discusses methodologies rather than programs. Numerous footnotes and references provide lists of associations, resources, agencies, schools and resource material.

Roman, P. M. (1981, March). From employee alcoholism to employee assistance: Deemphases on prevention and alcohol problems in work-based programs. Journal of Studies on Alcohol, 42(3), 244-272.

An analysis of trends leading toward the future deemphasis of occupational alcoholism. These trends are profiled under the category of employee assistance programs which rely primarily on referral to counseling or treatment. At issue is the revitalization of the emphasis on alcohol problems within work-based programs.

Shain, M. & Groeneveld, J. (1980). Employee assistance programs: Philosophy, theory and practice. Lexington, MA: Lexington Books.

A theoretical overview of the employee assistance concept. Clarifies interests of diverse groups and examines strengths and limitations of present EAP's and ways in which the purposes of EAP's may be served by alternative methods.

Trice, H. M. & Roman, P. M. (1972). Spirits and demons at work: Alcohol and other drugs on the job. Ithaca, NY: Cornell University, New York State School of Industrial & Labor Relations.

Outlines the nature of the problem of alcohol and other drugs in the work environment and evaluates the potential effectiveness of various strategies of intervention. Offers a program of action for work organizations appropriate to the management of alcohol and drug abuse. The focus of concern is the relationship between use or abuse of mood-altering substances and performance of work roles.

Wrich, J. T. (1980). The employee assistance program: Updated for the 1980's (Rev. ed.). Center City, MN: Hazelden.

Offers a practical solution for overcoming the uncertainty and emotionality in establishing helping systems for the troubled employee. This revised edition provides a step-by-step analysis of program development. The expanded insurance section includes a new chapter on women in the workplace and program evaluation.

UNION/LABOR RELATIONS

Chamberlain, N. W. & Kuhn, J. W. (1965). Collective bargaining (2nd ed.). New York: McGraw Hill.

Study of the history, nature, problem and potential of collective bargaining. Emphasizes the evolutionary nature of the bargaining process and the ongoing changes in its procedure. Importance of some of the still unfolding union-management cooperation programs and the changing role of government in labor relations are discussed. Includes a critical review of attitudes toward public authority and responsibility on the strike and wage fronts.

Dunlop, J. T. (1977). Industrial relations systems. Carbondale, IL: Southern Illinois University Press.

Presents a general theory of industrial relations and provides analysis tools to both interpret and gain an understanding of a broad range of industrial relations concepts and practices. Numerous studies in single countries and inter-country comparisons cited.

Elkouri, F. & Elkouri, E. A. (1973). How arbitration works. Washington, DC: Bureau of National Affairs.

Analyzes the role of arbitration in minimizing work stoppages. Deals with the workings of labor-management arbitration and with the questions and problems that confront the parties and their arbitrators. Suggests an analysis of actual rewards as an indication of how arbitration works in providing practical answers to the problems of arbitration.

Freeman, R. B. & Medoff, J. L. (1984). What do unions do. New York: Basic Books.

A study of the positive and negative impact of unions on the economy and on society in general. Discusses the implications for labor, management, and the general public. States that the general public will see that unions reduce wage inequality, promote industrial democracy, raise productivity; and in the political sphere, unions will continue to represent some of society's weakest and most vulnerable groups. Bibliographical references and indices included.

Kerr, C. J., Dunlop, J. T., Harbison, F. H. & Myers, C. A. (1960). Industrialism and industrial man: The problems of labor and management in economic growth. Cambridge, MA: Harvard University Press.

Examines world-wide variations in industrial relations and the historical changes affecting the area. Discusses the nature of management, the process of developing the labor force, the response of

workers to the process and the patterns of labor-management-state relations that emerge. Bibliography included.

Kochan, T. A. (1980). Collective bargaining and industrial relations: From theory to policy and practice. Homewood, IL: R. D. Irwin.

Integrates the advances in theory building and empirical research from the behavioral sciences and economics with the strong institutional base from which the study of collective bargaining and union management relations has evolved. Attempts to bring the study and the teaching of collective bargaining back into the mainstream of the social sciences. Describes unions as an economic institution and includes some material on the political aspects.

Perlman, S. (1928). A theory of the labor movement. New York: MacMillan Company.

Surveys the historical development of national labor movements in Britain, German, Russia, and the United States. The purpose of the survey is to demonstrate how the author arrived at his own theory of labor movement. Discusses capitalist survival as a ruling group, the role of the intellectual and how trade unions struggle against the intellectual.

Ross, A. M. (1948). Trade union wage policy. Berkeley: University of California Press.

Examines the trade union's role as a wage-fixing institution and discusses the dynamics of wage determination under collective bargaining. Identifies the trade union as a political agency operating in an economic environment. Bibliographical footnotes included.

Slichter, S. H., Healy, J. J. & Livernash, E. R. (1960). The impact of collective bargaining on management. Washington: Brookings Institution.

The book has a broad scope which deals with the process of collective bargaining between labor and management. Examines basic effects of: unions upon management, content of policy and practice; the decision-making process; and the execution of management policy. Bibliographical footnotes included.

Walton, R. E. & McKersie, R. B. (1965). Behavioral theory of labor negotiations: An analysis of a social interaction system. New York: McGraw-Hill.

Discusses labor negotiations in particular, and social negotiations in general. Provides a comprehensive treatment of the negotiation process. Abstracts and analyzes four negotiation sub-processes: distributive and integrative bargaining, attitudinal structuring and intra-organizational bargaining. Describes the logic and tactics of

each system and provides illustrations from actual negotiations. Bibliography included.

APPENDIX

HUMAN RESOURCE DEVELOPMENT EXPERT RATERS

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Arvey, Richard D.

Barbash, Jack
Barrett, Gerald V.
Bennis, Warren, G.
Biles, G. E.
Blake, Robert R.
Bognano, Mario F.
Boothe, Barry A.
Borman, Walter C.
Burach, Elmer H.
Burke, W. Warner

Campbell, John P.
Cascio, Wayne F.
Ceriello, Vince R.
Corneil, Wayne
Crystal, G.S.
Cullen, Donald E.

Davis, Louis E.
Diers, Cynthia D.
Dunham, Randall B.
Dunlop, John T.
Dunnette, Marvin, D.
Dyer, Lee

Egbers, Alvin E.
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Fair, Gary
Fendius, Harold F.
Feuille, Peter
Fey, Carol
Fossum, John A.
Foster, Mark A.
Frantzreb, Richard B.
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Gaines, Frank Jr.
Garbarino, Joseph
Godwin, Donald
Goff, Edwin F.
Goldmacher, Edward S.
Grantwit, Marlys
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Haigh, William T.
Hansen, L. Sunny
Hechanova, Bernabe P.
Henderson, Richard
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Jurrus, Harvey

Katzell, Raymond A.
Kockan, Thomas A.

Lewin, David
Likert, Jane Gibson
Lippitt, Gordon L.

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Mahler, Walter R.
Markos, Val
McClellan, Keith
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McKersie, Robert Bruce
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McNamara, Donna
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Mitchell, Daniel J.B.
Mouton, Jane S.
Murphy, Brian P.

Oldham, Greg R.
Olson, David E.

Parker, Walter J.
Pinto, Patrick R.
Polacheck, Lee R.
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Presnall, Lewis F.

Reed, David J.
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